

**Farmers Market Promotion Program (FMPP)  
Final Performance Report**

The final performance report summarizes the outcome of your FMPP award objectives. As stated in the FMPP Terms and Conditions, you will not be eligible for future FMPP or Local Food Promotion Program grant funding unless all close-out procedures are completed, including satisfactory submission of this final performance report.

This final report will be made available to the public once it is approved by FMPP staff. Write the report in a way that promotes your project's accomplishments, as this document will serve as not only a learning tool, but a promotional tool to support local and regional food programs. Particularly, recipients are expected to provide both qualitative and quantitative results to convey the activities and accomplishments of the work.

The report is limited to 10 pages and is due **within 90 days** of the project's performance period end date, or sooner if the project is complete. Provide answers to each question, or answer "not applicable" where necessary. It is recommended that you email or fax your completed performance report to FMPP staff to avoid delays:

FMPP Phone: 202-690-4152; Email: [USDAFMPPQuestions@ams.usda.gov](mailto:USDAFMPPQuestions@ams.usda.gov); Fax: 202-690-4152

Should you need to mail your documents via hard copy, contact FMPP staff to obtain mailing instructions.

<b>Report Date Range:</b> (e.g. September 30, 20XX-September 29, 20XX)	October 22, 2016-February 17, 2017
<b>Authorized Representative Name:</b>	Saara Nafici
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<b>Recipient Organization Name:</b>	Added Value & Herban Solutions, Inc.
<b>Project Title as Stated on Grant Agreement:</b>	Teens Expand Fresh Food Access In Red Hook, Brooklyn
<b>Grant Agreement Number:</b> (e.g. 14-FMPPX-XX-XXXX)	15FMPPNY0108
<b>Year Grant was Awarded:</b>	2015
<b>Project City/State:</b>	Brooklyn, NY
<b>Total Awarded Budget:</b>	\$63,813.71

FMPP staff may contact you to follow up for long-term success stories. Who may we contact?

☒ Same Authorized Representative listed above (check if applicable).

☐ Different individual: Name: \_\_\_\_\_; Email: \_\_\_\_\_; Phone: \_\_\_\_\_

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0581-0287. The time required to complete this information collection is estimated to average 4 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable sex, marital status, or familial status, parental status religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance program (not all prohibited bases apply to all programs). Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at (202) 720-2600 (voice and TDD). To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call (800) 795-3272 (voice) or (202) 720-6382 (TDD). USDA is an equal opportunity provider and employer.

1. State the goals/objectives of your project as outlined in the grant narrative and/or approved by FMPP staff. If the goals/objectives from the narrative have changed from the grant narrative, please highlight those changes (e.g. “new objective”, “new contact”, “new consultant”, etc.). You may add additional goals/objectives if necessary. For each item below, qualitatively discuss the progress made and indicate the impact on the community, if any.
  - i. **Goal/Objective 1:** Increase Access to affordable, locally-grown fresh organic food, particularly for public housing residents in Red Hook, Brooklyn.
    - a. **Progress Made:** We held 22 markets on our farm in Red Hook, from June through November 2016. We sold produce grown on the farm as well as supplemental produce and fruit purchased from local farmers. We grew over 15,000 pounds on 61,000 square feet of growing space.
    - b. **Impact on Community:** Using data from a survey we conducted over several weeks, we found that nearly a third of market visitors live in Red Hook Houses, a public housing development a few blocks from the farm. While most of our transactions in 2016 were in cash, 13% of our sales were paid with SNAP benefits. 94% of those we surveyed reported that our market helped them eat more vegetables. We believe that our market then had a positive impact towards increasing access to fresh vegetables for our community.
  - ii. **Goal/Objective 2:** Organize a robust and successful market that supports multiple growers and local food vendors.
    - a. **Progress Made:** We struggled with this goal because vendors and other growers we contacted were reluctant to come to Red Hook because they didn’t see our market as sizable or lucrative enough. It was a chicken-and-egg conundrum. Farmers were also nervous about committing to a new market because of the weather that year – a late frost made them uncertain about the harvest and they were risk-averse. Our Market Manager was in communications with 6 fruit farmers, 2 vegetable farmers, and 6 Red Hook food vendors. He also did 15-20 cold calls to other vendors. Ultimately, we had one-off and pop-up vending by 5 local vendors. No farmers were added to the market this year.
    - b. **Impact on Community:** Selling our own vegetables was successful, as outlined in Goal 1 above, but our work to expand the market and attract more visitors fell short this year.
  - iii. **Goal/Objective 3:** Develop leadership of youth in the community as they build public speaking, marketing, customer service, and urban farming skills by running the farm and markets.
    - a. **Progress Made:** We hired and deeply mentored 19 youth over the course of 2016. They were involved in all aspects of the farm and market – from planting and weeding to promotion and leading tours. 10 of the apprentices learned the skills needed to run the market, and all 19 engaged in farm work over the growing season. We were proud of our more experienced youth who put their leadership and public speaking skills to use at a number of conferences and youth network events around the region.

- b. **Impact on Community:** 11 of the 19 youth are residents of Red Hook Houses. All of our youth come from low-income households. Their work exposed them to new foods and vegetables, and healthy ways to eat the crops they were growing. They learned culinary techniques from the Community Chef and took home vegetables to share with families and friends. In reflection forms, many wrote how proud they were to be contributing in such a positive way to their community.
- iv. **Goal/Objective 4:** Provide community networking space by inviting local non-profits, arts organizations, youth groups, social service entities, and other community groups to table, perform, or otherwise participate in the markets.
  - a. **Progress Made:** We welcomed many neighborhood groups to the market this past year: Miccio Community Center, Cora Dance, Red Hook public library, Red Hook Initiative, Pioneer Works, Red Hook Senior Center, the culinary students at South Brooklyn Community High School (a transfer school) as well as number of local schools.
  - b. **Impact on Community:** By reaching out to community groups, we saw visitors from many corners of the neighborhood as well as an inter-generational mix enjoy the green space offered by the farm. The seniors brought FMNP vouchers to shop, the children from the community center sampled vegetables, and the culinary students practiced shopping on a budget for their class. The market then served not only as an access point for affordable, fresh vegetables, but also for connection and learning.
- v. **Goal/Objective 5:** Support healthy eating in the neighborhood through fresh food access, ongoing cooking demonstrations, food tastings, and recipe dissemination.
  - a. **Progress Made:** We hired a Community Chef who worked with our teen apprentices through the summer and fall to practice basic kitchen skills and offer weekly food tastings and cooking demonstrations at 19 of our markets, plus one off-site demonstration at a community event. We also had a rotating team of apprentices work with the chef every Friday in the summer to prepare a multi-course meal for the entire team of apprentices and staff. Not only would we enjoy a meal together, but many of the teens would taste the crops they were growing for the first time. The chef would talk through the particular benefits of the meal, and choose recipes that exposed the group to culinary traditions from around the world. The teens also practiced food preservation techniques, under the guidance of the chef, making hot sauce and canning tomatoes in the fall.
  - b. **Impact on Community:** During the weekly cooking demonstrations at the market, we distributed recipes and engaged community members in conversations about what we prepared, the ingredients used, and how we made it. 89% of market survey respondents said they tried a new recipe or vegetable because of our market. Our Community Chef checked in with farm staff every week to see what crops were in abundance, and tailored the week's recipe accordingly – highlighting seasonal cooking for market visitors.

2. Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date (the start of the award performance period, September 30, 2015). Include further explanation if necessary.
  - i. Number of direct jobs created: 20
  - ii. Number of jobs retained: 0
  - iii. Number of indirect jobs created: 0
  - iv. Number of markets expanded: 1
  - v. Number of new markets established: 0
  - vi. Market sales increased by \$49 and increased by 25.5%.
  - vii. Number of farmers/producers that have benefited from the project: 1
    - a. Percent Increase: 0
  
3. **Did you expand your customer base by reaching new populations such as new ethnic groups, additional low income/low access populations, new businesses, etc.? If so, how?** Yes, we definitely saw an increase in market attendance week to week. Average attendance the prior year was about 75 people per market, last year the number increased to 100. The total sales purchased with SNAP benefits increased from 9% to 13% from 2015 to 2016, so we can infer that more visitors from low-income households shopped at the market this past year.
  
4. **Discuss your community partnerships.**
  - i. **Who are your community partners?** One of our goals stated above was to specifically increase our community partnerships and offer the market and farm as a community resource.
  - ii. **How have they contributed to the overall results of the FMPP project?** Through the partnerships outlined in Goal #4, we saw many new visitors to the market.
  - iii. **How will they continue to contribute to your project's future activities, beyond the performance period of this FMPP grant?** Now that we have made personal connections to colleagues at other organizations and community leaders, we will continue to reach out and extend invitations to use the market and farm as an educational and community space.
  
5. **Are you using contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project?** We did not use contractors to complete conduct the work.
  
6. **Have you publicized any results yet?\***
  - i. **If yes, how did you publicize the results?** We have not publicized the results from the grant; we did use social media and email outreach to promote the market and related programs.
  - ii. **To whom did you publicize the results?** Neighborhood residents, CSA members, market visitors, volunteers, youth participants, elected officials, and others are all connected to us via email and/or social media.
  - iii. **How many stakeholders (i.e. people, entities) did you reach?** We have 463 Instagram followers, and 723 subscribers to our email list.

\*Send any publicity information (brochures, announcements, newsletters, etc.) electronically along with this report. Non-electronic promotional items should be digitally photographed and

emailed with this report (do not send the actual item).

**7. Have you collected any feedback from your community and additional stakeholders about your work?** Yes, we conducted a survey over 2 months of markets.

- i. **If so, how did you collect the information?** We had short paper surveys that we asked market visitors to fill out in person. We had 18 completed surveys.
- ii. **What feedback was relayed (specific comments)?** The overall feedback was positive and helped us understand more about who was coming to the market. 74% of visitors are Red Hook residents, and 29% are public housing residents. 83% heard about the market by walking by or word of mouth. As noted earlier, 89% of survey respondents said they tried a new recipe or vegetable because of our market and 94% reported that our market helped them eat more vegetables. We also got suggestions for new vegetables to grow, or grow more of.

**8. Budget Summary:**

- i. **As part of the FMPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report:** ☒
- ii. **Did the project generate any income?**
  - a. **If yes, how much was generated and how was it used to further the objectives of the award?** Yes, the proceeds from each market were used to pay for salaries and program materials. The net earnings for the market in 2016 was \$4,676.

**9. Lessons Learned:**

- i. **Summarize any lessons learned. They should draw on positive experiences (e.g. good ideas that improved project efficiency or saved money) and negative experiences (e.g. what did not go well and what needs to be changed).** The most successful aspect of our FMPP project was the hiring of a community chef and the incorporation of cooking programs at the market. While the chef has a degree in culinary arts and worked in restaurants and bakeries, his real passion is in culinary education. We saw this passion come through at every market as he connected to both the youth and community members. In fact, one of the youth who worked with him last year has since started community college, and declared his major to be culinary arts. The cooking demonstrations were very well-received and created a festive and joyful atmosphere. Visitors were excited to see the new ways to cook vegetables week to week and were thankful for the ideas (and tasty treats). The youth working with the chef gained many life skills relating to cooking, but also practiced presentation and public speaking skills at each market. Another successful component was the leadership development of the youth running the market. Over time, the market team was a well-oiled machine who set up, problem-solved, help customers, and broke down with minimal intervention from staff. They had creative ideas that they followed through on to improve market outreach, displays, and record keeping. Visiting other markets was inspirational and helped us adapt best practices for our own market.

- ii. **If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:** The most challenging goal was trying to recruit new farmers and vendors to the market. As mentioned, many farmers were hesitant to be the first one to take the risk of a small market, and so it was a self-fulfilling prophecy as no one would take that first leap.
- iii. **Describe any lessons learned in the administration of the project that might be helpful for others who would want to implement a similar project:** Combining eating with any project is an automatic success. People are drawn to food, and breaking bread with someone quickly breaks down barriers and turns strangers in neighbors, neighbors into friends. Instead of bombarding market visitors with posters or lectures, chatting over the grill and samples was a great way to talk about healthy cooking techniques, emphasize seasonality, and promote new vegetables. The cooking/eating element was key to transforming the market from a transactional space to a community one.

#### 10. Future Work:

- i. **How will you continue the work of this project beyond the performance period? In other words, how will you parlay the results of your project's work to benefit future community goals and initiatives? Include information about community impact and outreach, anticipated increases in markets and/or sales, estimated number of jobs retained/created, and any other information you'd like to share about the future of your project.** The market is slated to open again in mid-June, and run for 22 sessions until just before Thanksgiving. We are currently fundraising to bring back the Community Chef role for another year, which will enable the implementation of weekly cooking, demonstrations, and tastings. The structure implemented for the youth-led market team will be readily replicated this year – several of the market apprentices are expected to return and will train and mentor new apprentices this year. We will continue many of the collaborations we built with community partners, and will plan ways for different populations to come to the market and farm.
- ii. **Do you have any recommendations for future activities and, if applicable, an outline of next steps or additional research that might advance the project goals?** We did one off-site event through the grant, and it was exciting to take the fresh food from the farm to the community, rather than the community coming to us. Future activities could expand on this experience, with tastings and demonstrations at the community center or at community events.